

Your engagement index

60%

Difference from previous survey

+2 ✧

Difference from CS2012

+2 ✧

Difference from CS High Performers

-2 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of the OPG	61%	+6 ✧	+8 ✧
B51. I would recommend the OPG as a great place to work	54%	+6 ✧	+8 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the OPG	40%	+2	-4 ✧
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Strive: motivated to do the best for the organisation...










B53. The OPG inspires me to do the best in my job	48%	+1	+7 ✧
B54. The OPG motivates me to help it achieve its objectives	46%	+1	+8 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Leadership and managing change		46%	+3	+5 ✧	-4 ✧
My work		63%	+2	-10 ✧	-13 ✧
My line manager		65%	+4 ✧	-1	-4 ✧
Resources and workload		80%	+4 ✧	+6 ✧	+3 ✧
Pay and benefits		34%	+3 ✧	+4 ✧	-2
Learning and development		48%	+8 ✧	+4 ✧	-4 ✧
Organisational objectives and purpose		88%	+3 ✧	+6 ✧	+1
My team		79%	+6 ✧	+1	-2 ✧
Inclusion and fair treatment		75%	+1	0	-3 ✧


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change		Strength of association with engagement: 	
B46. When changes are made in the OPG they are usually for the better	40%	+7 ◇	+15 ◇
B43. I believe that the Executive Board has a clear vision for the future of the OPG	50%	+7 ◇	+10 ◇
B45. I feel that change is managed well in the OPG	37%	+5 ◇	+8 ◇
B40. I feel that the OPG as a whole is managed well	49%	+6 ◇	+6 ◇
B41. Senior managers in the OPG are sufficiently visible	53%	-3 ◇	+5 ◇
B42. I believe the actions of senior managers are consistent with the OPG's values	46%	-4 ◇	+4 ◇
B44. Overall, I have confidence in the decisions made by the OPG's senior managers	43%	-1	+4 ◇
B49. I think it is safe to challenge the way things are done in the OPG	43%	+1	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	37%	+1	+1
B47. The OPG keeps me informed about matters that affect me	57%	+8 ◇	0

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	47%	+1	-6 ◇
B01. I am interested in my work	83%	+5 ◇	-7 ◇
B05. I have a choice in deciding how I do my work	65%	+3 ◇	-7 ◇
B03. My work gives me a sense of personal accomplishment	64%	+3	-8 ◇
B02. I am sufficiently challenged by my work	57%	0	-19 ◇

My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	46%	+5 ◇	+9 ◇
B16. The feedback I receive helps me to improve my performance	62%	+7 ◇	+3 ◇
B12. My manager helps me to understand how I contribute to the OPG's objectives	61%	+1	+1
B15. I receive regular feedback on my performance	63%	+10 ◇	0
B17. I think that my performance is evaluated fairly	62%	+5 ◇	0
B09. My manager motivates me to be more effective in my job	64%	+1	-1
B13. Overall, I have confidence in the decisions made by my manager	69%	+1	-2
B14. My manager recognises when I have done my job well	73%	+5 ◇	-5 ◇
B11. My manager is open to my ideas	73%	+1	-6 ◇
B10. My manager is considerate of my life outside work	72%	0	-8 ◇

All questions by theme


This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison


■ % Strongly agree
 ■ % Agree
 ■ % Neither
 ■ % Disagree
 ■ % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	31	51	11	5	83%	+5 ◇	-7 ◇	-9 ◇	
B02. I am sufficiently challenged by my work	19	39	18	20	57%	0	-19 ◇	-23 ◇	
B03. My work gives me a sense of personal accomplishment	20	44	19	13	64%	+3	-8 ◇	-13 ◇	
B04. I feel involved in the decisions that affect my work	12	35	24	20	47%	+1	-6 ◇	-13 ◇	
B05. I have a choice in deciding how I do my work	17	48	18	13	65%	+3 ◇	-7 ◇	-13 ◇	

Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of the OPG's purpose	33	59	5	92%	+4 ◇	+8 ◇	+2 ◇
B07. I have a clear understanding of the OPG's objectives	27	58	10	84%	+3 ◇	+6 ◇	0
B08. I understand how my work contributes to the OPG's objectives	30	58	8	88%	+2	+6 ◇	+1

All questions by theme

This section shows the results for each question in the survey, by theme.

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	42	21	11	4	64%	+1	-1	-4 ◇
B10. My manager is considerate of my life outside work	32	40	20	6		72%	0	-8 ◇	-11 ◇
B11. My manager is open to my ideas	26	47	20	5		73%	+1	-6 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to the OPG's objectives	19	42	28	9		61%	+1	+1	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	25	44	17	9	4	69%	+1	-2	-6 ◇
B14. My manager recognises when I have done my job well	28	45	16	9		73%	+5 ◇	-5 ◇	-7 ◇
B15. I receive regular feedback on my performance	19	44	18	15	4	63%	+10 ◇	0	-5 ◇
B16. The feedback I receive helps me to improve my performance	20	42	25	10		62%	+7 ◇	+3 ◇	-1
B17. I think that my performance is evaluated fairly	19	44	25	10		62%	+5 ◇	0	-5 ◇
B18. Poor performance is dealt with effectively in my team	12	35	30	15	8	46%	+5 ◇	+9 ◇	+5 ◇

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	35	49	11	4		84%	+3 ◇	+1	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	51	13	6		79%	+5 ◇	0	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	49	19	6		73%	+9 ◇	+2 ◇	-3 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Learning and development

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	11	48	24	14		60%	+11 ◇	+2	-5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	37	32	18	5	46%	+5 ◇	0	-6 ◇
B24. There are opportunities for me to develop my career in the OPG	10	37	27	16	9	47%	+11 ◇	+12 ◇	+5 ◇
B25. Learning and development activities I have completed while working for the OPG are helping me to develop my career	8	31	34	21	6	39%	+4 ◇	-1	-7 ◇

Inclusion and fair treatment

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B26. I am treated fairly at work	24	52	13	8		76%	+2	-2 ◇	-5 ◇
B27. I am treated with respect by the people I work with	27	58	11			85%	0	+1	-2 ◇
B28. I feel valued for the work I do	18	41	23	14	4	60%	+1	-3 ◇	-7 ◇
B29. I think that the OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	13	5	4	78%	0	+7 ◇	0

All questions by theme

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	26	64	6			90%	+6 ◇	+7 ◇	+4 ◇
B31. I get the information I need to do my job well	18	55	14	10		73%	+4 ◇	+4 ◇	0
B32. I have clear work objectives	21	60	11	6		81%	+7 ◇	+6 ◇	+2 ◇
B33. I have the skills I need to do my job effectively	31	57	7	5		88%	+2	-1	-3 ◇
B34. I have the tools I need to do my job effectively	23	49	12	13		72%	-2	0	-3 ◇
B35. I have an acceptable workload	17	58	14	8		75%	+6 ◇	+15 ◇	+10 ◇
B36. I achieve a good balance between my work life and my private life	20	58	13	7		78%	+4 ◇	+11 ◇	+5 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	7	28	21	29	15	35%	+3	+4 ◇	-2
B38. I am satisfied with the total benefits package	4	28	35	22	11	32%	+1	-1	-7 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	28	23	25	17	34%	+6 ◇	+9 ◇	+2

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that the OPG as a whole is managed well	7	42	27	17	7	49%	+6 ◇	+6 ◇	-8 ◇
B41. Senior managers in the OPG are sufficiently visible	10	43	25	16	6	53%	-3 ◇	+5 ◇	-7 ◇
B42. I believe the actions of senior managers are consistent with the OPG's values	9	37	37	11	6	46%	-4 ◇	+4 ◇	-7 ◇
B43. I believe that the Executive Board has a clear vision for the future of the OPG	11	39	43	5	5	50%	+7 ◇	+10 ◇	-1
B44. Overall, I have confidence in the decisions made by the OPG's senior managers	8	35	37	13	7	43%	-1	+4 ◇	-8 ◇
B45. I feel that change is managed well in the OPG	5	32	34	22	6	37%	+5 ◇	+8 ◇	-1
B46. When changes are made in the OPG they are usually for the better	5	35	40	16	6	40%	+7 ◇	+15 ◇	+5 ◇
B47. The OPG keeps me informed about matters that affect me	9	48	22	18	4	57%	+8 ◇	0	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	31	30	24	9	37%	+1	+1	-5 ◇
B49. I think it is safe to challenge the way things are done in the OPG	8	35	29	21	8	43%	+1	+3 ◇	-4 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the OPG	16	45	29	7	7	61%	+6 ◇	+8 ◇	-3 ◇
B51. I would recommend the OPG as a great place to work	14	41	31	11	4	54%	+6 ◇	+8 ◇	-3 ◇
B52. I feel a strong personal attachment to the OPG	12	28	36	18	5	40%	+2	-4 ◇	-12 ◇
B53. The OPG inspires me to do the best in my job	11	36	34	14	4	48%	+1	+7 ◇	-2
B54. The OPG motivates me to help it achieve its objectives	11	36	33	15	5	46%	+1	+8 ◇	-1
Taking action									
B55. I believe that senior managers in the OPG will take action on the results from this survey	11	36	30	15	9	47%	-2	+4 ◇	-7 ◇
B56. I believe that managers where I work will take action on the results from this survey	13	38	26	16	8	51%	-1	-1	-9 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	28	44	13	7	36%	+7 ◇	+4 ◇	-4 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the OPG?

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the OPG as soon as possible		7%	-9 ^	-1	-3
I want to leave the OPG within the next 12 months		19%	+5 ^	+7 ^	+3 ^
I want to stay working for the OPG for at least the next year		32%	-2	+3 ^	-2 ^
I want to stay working for the OPG for at least the next three years		42%	+6 ^	-10 ^	-18 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		23	77%	+11 ^	-12 ^	-17 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+12 ^	-3 ^	-9 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the OPG it would be investigated properly?		37	63%	-1	-4 ^	-8 ^

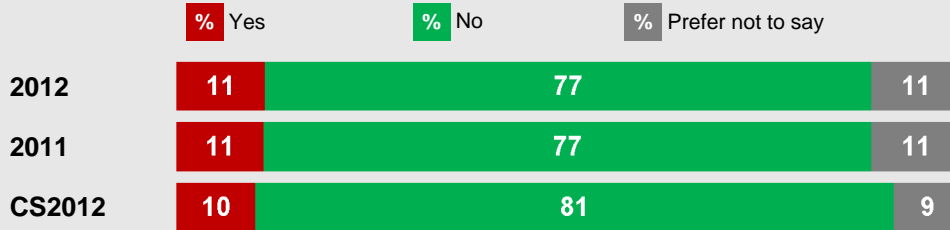
^ indicates a variation in question wording from your previous survey

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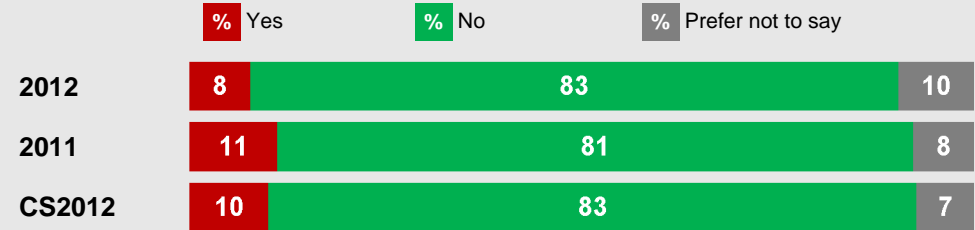
All questions by theme

Discrimination, harassment and bullying

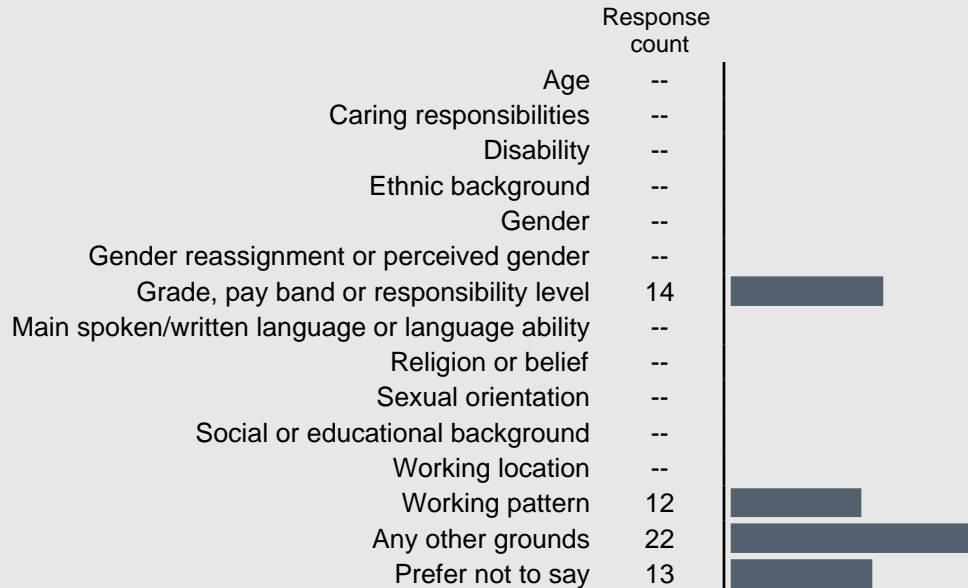
E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?

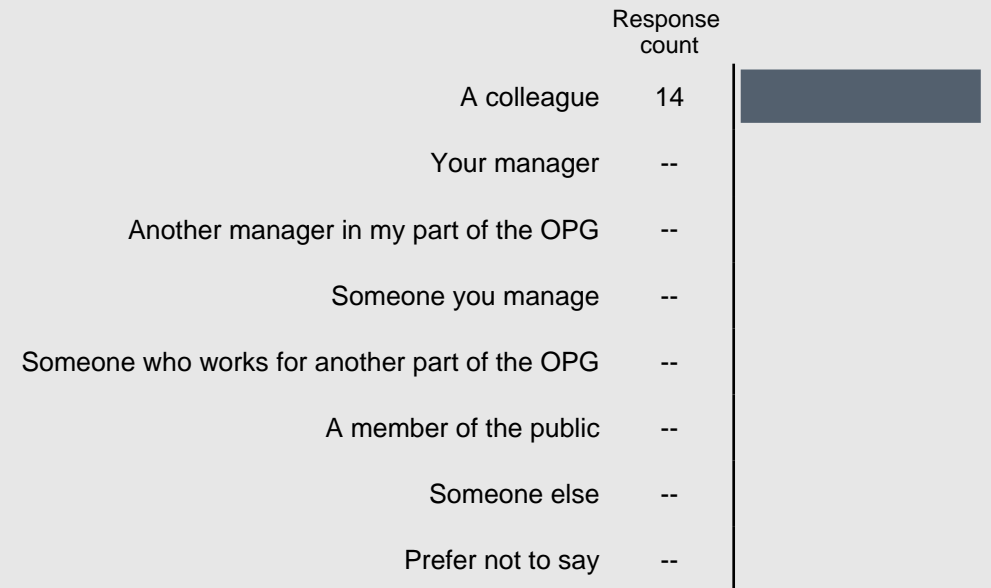


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



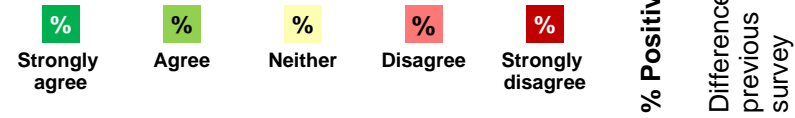
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



OPG questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in OPG are part of the broader Transforming Justice Programme	15	59	22	4		74%	-
F02. I have had a formal performance review in the last 12 months	Yes: 81%		No: 19%			81%	+15 ✦
F03. My manager uses coaching skills effectively	13	39	33	12		52%	+5 ✦
F04. I review my learning and development needs with my manager on a regular basis	10	41	27	18	4	51%	-
F05. My manager encourages me to make time for learning and development	13	42	28	15		55%	-
F06. I am confident that OPG is taking effective action to reduce discrimination, bullying and harassment.	13	40	36	8	4	52%	-
F07. Overall I am satisfied with the job I do	17	55	18	9		71%	+4 ✦
F08. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 29%		No: 71%			29%	+1

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2011 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2012 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

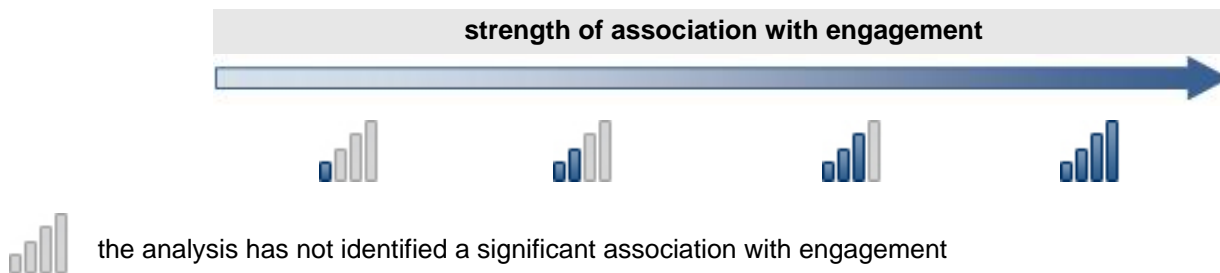
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.